

Headquarters
U.S. Army Armor Center and Fort Knox
Fort Knox, Kentucky 40121-5000
9 August 1999

Administration

USAARMC INSPECTION PROGRAM

Summary. Every inspection of an organization or functional area must start with an evaluation of performance against a recognized standard to identify compliance with the standard. Deviation below the standard should result in exploration of whether the deviation is the result of training deficiencies, poor resource allocations, imperfectly understood requirements, or lack of motivation.

Applicability. This regulation applies to all major subordinate commands, directorates, and staff offices/departments this headquarters, and Partners in Excellence per host-tenant agreement.

Suggested Improvements. The proponent of this regulation is the Inspector General (IG). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to CDR, USAARMC, ATTN: ATZK-IG.

1. **Purpose.** To prescribe procedures for the conduct of the USAARMC organizational inspection program (OIP).

2. **References.**

- a. AR 1-201, 17 May 93, Army Inspection Policy.
- b. AR 20-1, 15 Mar 94, Inspector General Activities and Procedures.
- c. FM 25-100, 15 Nov 88, Training the Force.

3. **General.** The USAARMC OIP consists of command, staff, and IG inspections.

a. All inspections will be conducted per the inspection principles outlined in AR 1-201.

*This regulation supersedes USAARMC Reg 1-201, 7 Oct 94.

b. On-the-spot corrections should be made whenever possible and annotated in reports if appropriate.

c. Commendable performances by individuals or creative/unique programs which enhance readiness are to be recognized and acknowledged in reports.

d. A commander's OIP is a comprehensive plan containing the policies, procedures, schedules, responsibilities, and organizational strategies for the conduct of command and staff inspections at all levels (including directorates) within their command.

e. At battalion level, the OIP includes command inspections by the battalion commander and staff assistance visits by the battalion staff. The battalion commander may add visits and inspections by higher headquarters and agencies to the OIP, especially in areas where the battalion staff lacks experience or expertise. The battalion level OIP is the most important OIP and forms the basic building block of the OIP of higher commands, which must complement it. The battalion OIP will focus on those areas which immediately impact on readiness and reinforce goals and standards. Standards are articulated and teaching occurs within the battalion.

f. At brigade level, the OIP should include command inspections and staff assistance visits. It may focus on units, functional areas, or both. As a minimum, the brigade OIP will include command inspections of the brigade headquarters and headquarters company. Additionally, a brigade-level OIP must include inspections down to, but not exclusively, the battalion level annually. At a minimum, the OIP will include the following areas:

- (1) Unit manning/personnel utilization.
- (2) Weight Control Program.
- (3) Training.
- (4) Safety.
- (5) Environmental.
- (6) Command Supply Discipline Program.
- (7) Modern Army Recordkeeping System.
- (8) Publications.

The OIP should be flexible and may focus on one or more subordinate units, a part of those units, or a functional area over several subordinate units. The brigade OIP must complement the battalion commander's programs and not burden battalions with redundant inspections.

g. The OIP provides the commander an organized management tool to identify, prevent, or eliminate problem areas. The OIP must:

(1) Be tailored to the organization's structure and mission.

(2) Identify problems without regard to the difficulty of resolution.

(3) Contain a feedback mechanism so that identified problems can be tracked for resolution.

(4) Direct problems to the proper level for action or attention.

4. Command Inspections.

a. A command inspection is a scheduled, formal event. The commander of the inspecting headquarters must lead and participate for an inspection to be a command inspection.

b. The Commanding General, USAARMC will not conduct formal command inspections of subordinate units. The cornerstone of the command inspection program is the inspection of companies/troops by battalion/squadron headquarters and battalions/squadrons by brigade/regimental/garrison headquarters. These efforts are supplemented by staff and IG inspections.

c. The USAARMC command inspections come in two forms: the Initial Command Inspection (ICI) and the Subsequent Command Inspection (SCI). These differ in two ways. The ICI is comprehensive and should not be used to measure a new commander's progress. The SCI may be tailored and will measure the unit commander's progress since the ICI.

d. Initial Command Inspection (ICI).

(1) Company commanders will receive an ICI within 90 days after assuming command.

(2) The ICI should be a comprehensive assessment of the unit.

(3) The ICI will be scheduled on the unit's training schedule.

(4) The ICI is designed so that new company/troop commanders readily understand their units' strengths and weaknesses. Battalion/Squadron commanders will personally discuss the results of the ICI with the inspected unit commanders and help set goals and priorities for their command tenures.

f. Subsequent Command Inspection (SCI).

(1) Each unit will receive an SCI annually. Directorates subordinate to the Garrison Commander will receive an SCI annually.

(2) The SCI will measure progress and reinforce the goals and objectives established during the initial assessment.

5. Staff Inspections.

a. A staff inspection is an internal inspection led by a staff member responsible for the functional area being inspected.

b. Installation level staff inspections will be directed by the Commanding General or regulatory requirements and will complement command and IG inspections. They normally focus on a single function or a few related functions, such as fire prevention or physical security. To the maximum extent possible, annual staff inspection requirements will be discharged within the framework of command inspections. Staff inspections conducted as directed by regulatory requirements will be coordinated and led by the inspecting agency in conjunction with the unit to be inspected. (See para 8f.)

c. All staff elements will:

(1) Monitor their functional areas within subordinate organizations.

(2) Conduct staff assistance visits as directed by the Commander.

(3) Design assistance visits to complement other inspection programs without duplicating them.

6. Inspector General Inspections.

a. The IG inspections are special inspections which are narrow in scope and address problems affecting the majority of the command. In addition to the inspection of new topics, the IG will conduct follow-up inspections to verify/evaluate the adequacy of corrective actions from previous inspections.

b. The USAARMC IG is available and best qualified to train staff and unit inspectors in inspection technique and inspection planning. Staff principals and unit commanders should arrange for training directly with the USAARMC IG.

c. The USAARMC IG will inspect per AR 20-1, AR 1-201, and Fort Knox Reg 1-201.

7. Integration and Coordination.

a. The G3/Directorate of Plans, Training, and Mobilization (G3/DPTM) is responsible for coordinating (tracking and tasking) all evaluation activities involving the installation, including external evaluations by organizations above installation.

b. The G3 will publish all OIP dates on the Installation Master Training Calendar.

c. For activities (inspections/assistance visits) outside the T-12 window, the G3 must be informed by the proponent staff agency/directorate/major subordinate command (MSC).

d. For activities (inspections/assistance visits) within the T-12 window, the MSC commander/Directorate director must request approval/concurrence from the G3.

e. Subordinate commanders and directorates will notify the G3/DPTM immediately concerning any audit, inspection, assistance visit, or other evaluation that has not been coordinated through the G3/DPTM.

f. Conflicts will be resolved by the G3/DPTM.

g. The USAARMC Chief of Staff will be informed of any external evaluation team that intends to visit the installation.

h. Inspection Scheduling.

(1) All inspection schedules will be submitted to the USAARMC IG not later than 90 days before the start of the fiscal year.

(2) The majority of inspections in all categories at USAARMC will be announced inspections.

(3) It is incumbent upon the commander or staff agency planning the inspection to make known all requirements to the inspected unit no later than T-12 weeks so that training schedules can be annotated accordingly.

8. Responsibilities.

a. The Commanding General approves the annual schedule of IG special and follow-up inspections.

b. The G3/DPTM will:

(1) Task installation staff to support inspections with technical assistance when requested by MSC commanders. Taskings will be consistent with available assets and will be clearly assessed to ensure the efficiency and effectiveness of any directorate is not significantly reduced.

(2) Conduct staff inspections for any issues appropriate to the G3 areas of responsibility.

(3) Publish all OIP dates on the Installation Master Training Calendar.

c. Garrison Commander.

(1) Develop and execute an OIP.

(2) Schedule inspections and provide a copy of OIP inspection schedule and updates to the USAARMC IG and G3/DPTM no later than 90 days before the start of the fiscal year. This schedule must contain the dates of all ICIs, staff inspections, and all subsequent inspections of directorates, battalions, and companies.

(3) Annually inspect subordinate units and directorates, including the following areas: safety, environmental, Modern Army Recordkeeping System, and publications.

(4) Coordinate with Inspections Branch, USAARMC IG Office, for conduct of surveys and sensing sessions. Be prepared to identify specific issues.

(5) Provide a copy of inspection reports to the USAARMC IG no later than 30 days after completion of inspection.

d. Brigade/Regiment Commanders/Commandant, NCOA.

(1) Develop and execute an OIP.

(2) Schedule and coordinate inspections.

(3) Provide a copy of the brigade OIP inspection schedule and updates to the USAARMC IG and G3/DPTM no later than 90 days before the start of the fiscal year. This schedule must contain the dates of all ICIs, SCIs, staff inspections, and all subsequent inspections of battalions/squadrons and companies/troops.

(4) Provide a copy of all command inspection reports to the USAARMC IG no later than 30 days after completion of the inspection.

e. Battalion/Squadron Commanders.

(1) Develop and execute an OIP.

(2) Conduct command inspections for company/troop commanders.

f. Installation Staff.

(1) Conduct staff inspections of subordinate units per regulatory requirements or as directed by the CG. As resourcing permits, conduct follow-up inspections to verify corrective actions in areas found to be deficient. To the greatest extent possible, coordinate staff inspections with SCIs.

(2) Augment and assist in command and IG inspections.

(3) The directorate staff may be tasked by the G3/DPTM to support inspections with technical assistance when requested by commanders.

(4) Monitor the effectiveness and efficiency of their areas of functional responsibility within subordinate units, to include adequacy of Internal Controls.

(5) Provide training and assistance to subordinate units within their functional area(s).

(6) Provide a copy of all inspection reports to the USAARMC IG no later than 30 days after completion of the inspection.

g. Inspector General.

(1) Be the installation proponent for inspection policy. Establish OIP.

(2) Collect and analyze data from command and staff inspections to identify systemic problem areas.

(3) Conduct special inspections per AR 20-1.

- (4) Advise and teach inspection techniques to commanders and staff.
- (5) Recommend proponentcy/responsibility for corrective actions to fix systemic problems identified.
- (6) Maintain the file of command inspection programs.
- (7) Conduct sensing sessions.
- (8) Conduct surveys, provide results to responsible agencies, establish suspense date for response (when applicable), and compile responses for CG review.
- (9) Conduct follow-up inspections to verify and evaluate adequacy of corrective actions.

9. Integrity of Inspections.

a. The USAARMC OIP is a total inspection effort which pulls together command, staff, and IG inspections to preclude unnecessary inspections. Every effort will be made to conduct the minimum number of inspections necessary to provide evaluative and corrective functions while impinging as little as possible on training time. Inspections will be incorporated into the training planning process described in FM 25-100 to the maximum extent possible.

b. All inspecting activities on this installation will conduct periodic reviews of scheduled inspections with a view toward combining or canceling inspections.



OFFICIAL:
B. B. BELL
Major General, U.S. Army
Commanding

ROBERT L. BROOKS
Director, Information Management

DISTRIBUTION:
A plus
50 - ATZK-IG
5 - ATSB-OPS

CF:
DCG, USAARMC